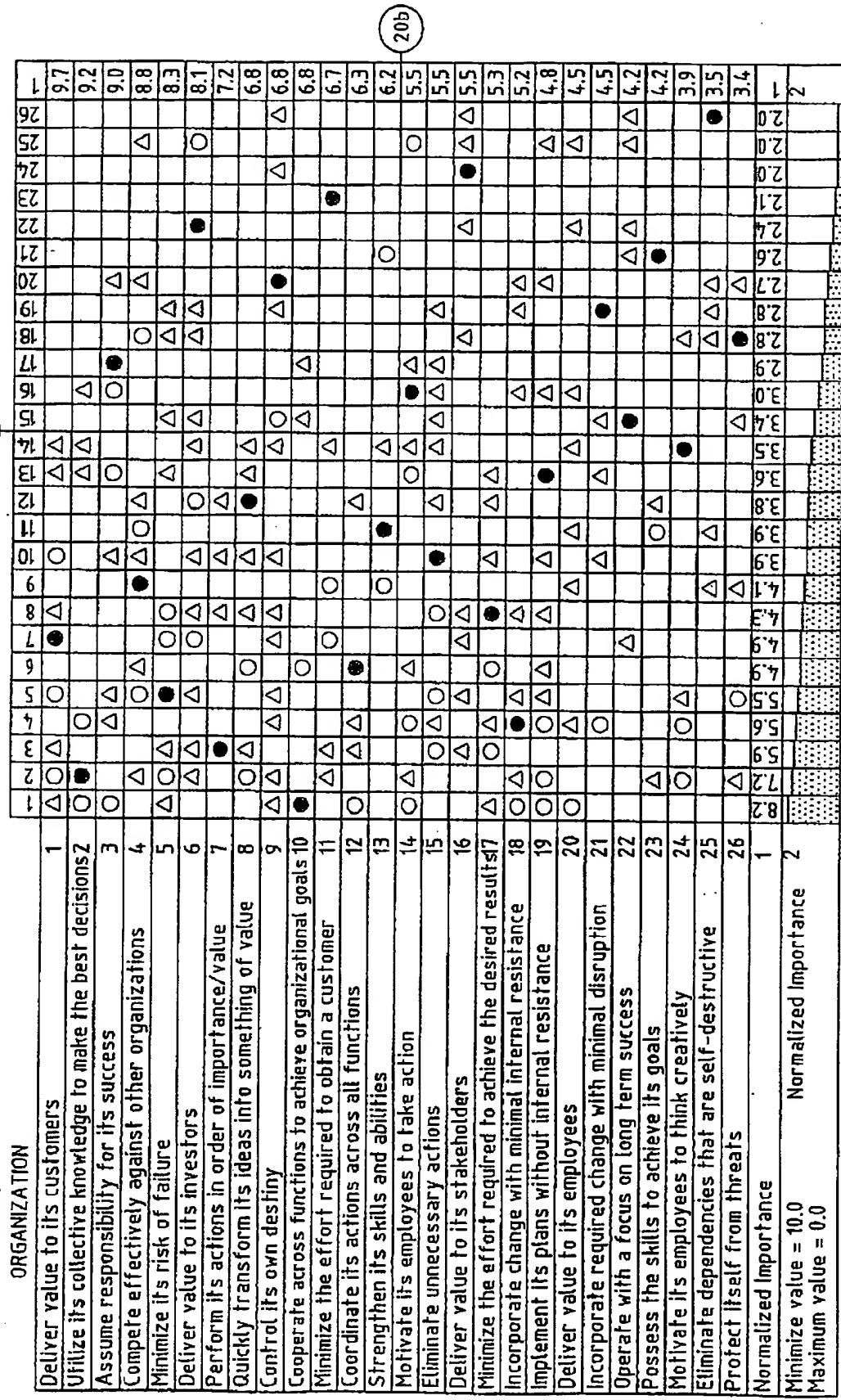


Example- The Process Of Business

| | | |
|------------------------|-------------------|-------------|
| MANAGEMENTS DESIRED | PRIORITIZED BY | OPPORTUNITY |
| OUTCOMES ON ITS | | |

FIG. 20d

Strong Moderate Weak



| | |
|----|---|
| 1 | -> Number of decisions made through organizational consensus |
| 2 | -> Number of knowledgeable employees involved in decision making |
| 3 | -> Percent of required actions prioritized for synergistic value |
| 4 | -> Percent of employees that are involved in decisions affecting themselves |
| 5 | -> Number of decisions that consider all the facts |
| 6 | -> Percent of actions coordinated across all functions |
| 7 | -> Number of opportunities for customers to achieve their desired outcomes |
| 8 | <- Number of actions taken that will not predict success |
| 9 | -> Number of actions accomplished to establish a strength |
| 10 | <- Number of actions that cannot be traced to the delivery of value |
| 11 | -> Number of actions taken to grow a skill |
| 12 | <- Time it takes to turn ideas into something of value |
| 13 | -> Percent of employees that are committed to plans affecting themselves |
| 14 | -> Number of opportunities for creative thinking |
| 15 | -> Percent of long-term outcomes considered in decision making |
| 16 | -> Percent of positive actions that are rewarded |
| 17 | -> Number of failures linked to inadequate actions |
| 18 | -> Number of defenses from threats/danger |
| 19 | <- Number of plans that are out of phase with long term plans |
| 20 | <- Number of actions that are externally motivated |
| 21 | -> Percent of skills acquired to achieve the desired results |
| 22 | -> Number of opportunities for investors to achieve their desired outcomes |
| 23 | -> Number of known characteristics of the target customer |
| 24 | -> Number of opportunities for stakeholders to achieve their desired outcomes |
| 25 | -> Number of opportunities for employees to achieve desired outcomes |
| 26 | <- Number of self-destructive dependencies |
| 1 | Importance (Top 2 Box) |
| 2 | Satisfaction With Current Approach (Top 2 Box) |
| 3 | Maximum value = 12.0 Percent Importance Minimum value = -1.0 |
| 4 | Percent Importance |

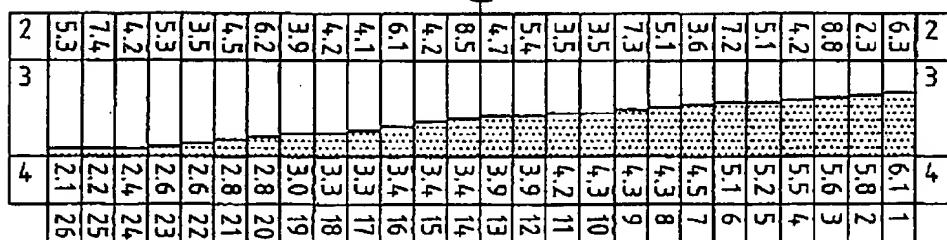


FIG. 20b

Evaluation Criteria

CONCEPT SELECTION AND EVALUATION ANALYSIS

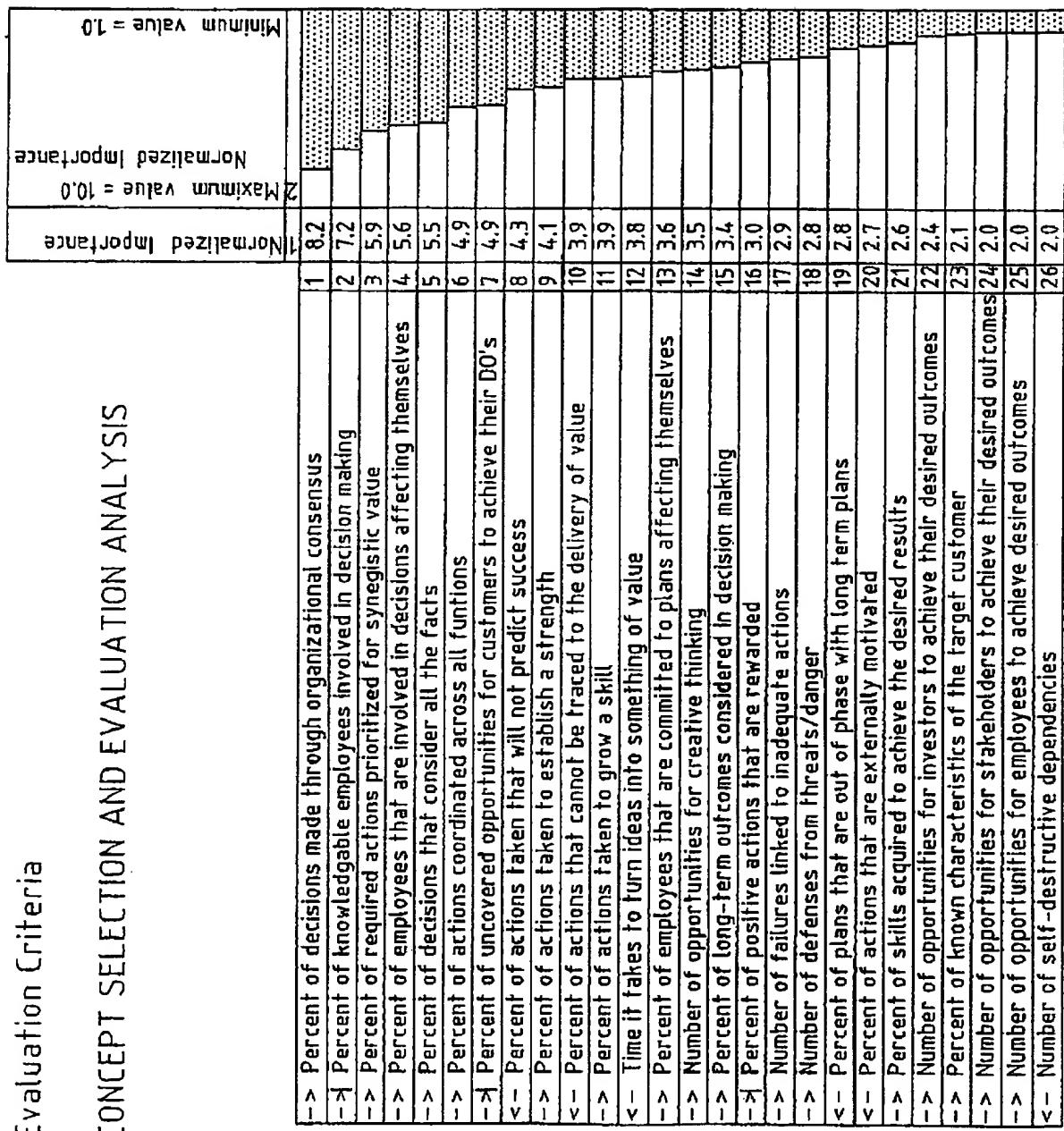


FIG. 21

Evaluation Of Business Concepts

CONCEPT SELECTION AND EVALUATION ANALYSIS

| | | | | | | | | | |
|---|----|------|------|------|------|------|------|------|---|
| -> Percent of decisions made through organizational consensus | 1 | + | S | + | + | + | + | 82 | N |
| -> Percent of knowledgeable employees involved in decision making | 2 | + | S | + | + | + | + | 7.2 | |
| -> Percent of required actions prioritized for synergistic value | 3 | S | + | S | + | + | + | 5.9 | |
| -> Percent of employees that are involved in decisions affecting themselves | 4 | S | + | S | + | + | + | 5.6 | |
| -> Percent of decisions that consider all the facts | 5 | S | + | S | + | + | + | 5.5 | |
| -> Percent of actions coordinated across all functions | 6 | S | + | S | + | + | + | 4.9 | |
| -> Percent of uncovered opportunities for customers to achieve their DO's | 7 | S | + | S | + | + | + | 4.9 | |
| <- Percent of actions taken that will not predict success | 8 | S | + | S | + | + | + | 4.3 | |
| -> Percent of actions taken to establish a strength | 9 | + | S | + | + | + | + | 4.1 | |
| <- Percent of actions that cannot be traced to the delivery of value | 10 | + | S | + | + | + | + | 3.9 | |
| -> Percent of actions taken to grow a skill | 11 | S | + | S | + | + | + | 3.9 | |
| <- Time it takes to turn ideas into something of value | 12 | S | + | S | + | + | + | 3.8 | |
| -> Percent of employees that are committed to plans affecting themselves | 13 | S | + | S | + | + | + | 3.6 | |
| -> Number of opportunities for creative thinking | 14 | S | + | S | + | + | + | 3.5 | |
| -> Percent of long-term outcomes considered in decision making | 15 | S | + | S | + | + | + | 3.4 | |
| -> Percent of positive actions that are rewarded | 16 | S | + | S | + | + | + | 3.0 | |
| -> Number of failures linked to inadequate actions | 17 | S | + | S | + | + | + | 2.9 | |
| -> Number of defenses from threats/danger | 18 | S | + | S | + | + | + | 2.8 | |
| <- Percent of plans that are out of phase with long term plans | 19 | S | + | S | + | + | + | 2.8 | |
| <- Percent of actions that are externally motivated | 20 | S | + | S | + | + | + | 2.8 | |
| <- Percent of skills acquired to achieve the desired results | 21 | S | + | S | + | + | + | 2.7 | |
| -> Number of opportunities for investors to achieve their desired outcomes | 22 | + | + | + | + | + | + | 2.4 | |
| -> Percent of known characteristics of the target customer | 23 | + | S | + | + | + | + | 2.1 | |
| -> Number of opportunities for stakeholders to achieve their desired outcomes | 24 | S | - | + | + | + | + | 2.0 | |
| -> Number of opportunities for employees to achieve desired outcomes | 25 | S | - | + | + | + | + | 2.0 | |
| <- Number of self-destructive dependencies | 26 | S | + | S | + | + | + | 2.0 | |
| Total Advantages | 1 | 1.16 | 91.6 | 89.6 | 89.6 | 89.6 | 89.6 | 91.6 | 3 |
| Total Disadvantages | 2 | | | | | | | | 2 |
| Total Score | 3 | | | | | | | | 2 |

22b

FIG. 22a

Target Values For Prioritized Metrics
MANAGEMENT'S REQUIREMENTS ON ITS ORGANIZATION

23b

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 |
|---|--|----|-----|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|----|----|----|----|
| -> Percent of decisions made through organizational consensus | | 1 | 8.2 | | | | | | | | | | | | | | | | | 5% | 95% | 98% | 99% | | | | |
| -> Percent of knowledgeable employees involved in decision making | | 2 | 7.2 | | | | | | | | | | | | | | | | | 15% | 60% | 95% | 95% | | | | |
| -> Percent of required actions prioritized for synergistic value | | 3 | 5.9 | | | | | | | | | | | | | | | | | 5% | 75% | 90% | 95% | | | | |
| -> Percent of employees that are involved in decisions affecting themselves | | 4 | 5.6 | | | | | | | | | | | | | | | | | 15% | 60% | 95% | 95% | | | | |
| -> Percent of decisions that consider all the facts | | 5 | 5.5 | | | | | | | | | | | | | | | | | 5% | 95% | 98% | 99% | | | | |
| -> Percent of actions coordinated across all functions | | 6 | 4.9 | | | | | | | | | | | | | | | | | 50% | 90% | 95% | 98% | | | | |
| -> Percent of uncovered opportunities for customers to achieve their DO's | | 7 | 4.9 | | | | | | | | | | | | | | | | | 25% | 85% | 95% | 98% | | | | |
| <- Percent of actions taken that will not predict success | | 8 | 4.3 | | | | | | | | | | | | | | | | | 50% | 10% | 5% | 2% | | | | |
| -> Percent of actions taken to establish a strength | | 9 | 4.1 | | | | | | | | | | | | | | | | | 25% | 50% | 75% | 95% | | | | |
| -> Percent of actions that cannot be traced to the delivery of value | | 10 | 3.9 | | | | | | | | | | | | | | | | | 50% | 10% | 5% | 2% | | | | |
| -> Percent of actions taken to grow a skill | | 11 | 3.9 | | | | | | | | | | | | | | | | | | | | | | | | |
| <- Time it takes to turn ideas into something of value | | 12 | 3.8 | | | | | | | | | | | | | | | | | | | | | | | | |
| -> Percent of employees that are committed to plans affecting themselves | | 13 | 3.6 | | | | | | | | | | | | | | | | | | | | | | | | |
| -> Number of opportunities for creative thinking | | 14 | 3.5 | | | | | | | | | | | | | | | | | | | | | | | | |
| -> Percent of long-term outcomes considered in decision making | | 15 | 3.4 | | | | | | | | | | | | | | | | | | | | | | | | |
| -> Percent of positive actions that are rewarded | | 16 | 3.0 | | | | | | | | | | | | | | | | | | | | | | | | |
| -> Number of failures linked to inadequate actions | | 17 | 2.9 | | | | | | | | | | | | | | | | | | | | | | | | |
| -> Number of defenses from threats/danger | | 18 | 2.8 | | | | | | | | | | | | | | | | | | | | | | | | |
| <- Percent of plans that are out of phase with long term plans | | 19 | 2.8 | | | | | | | | | | | | | | | | | | | | | | | | |
| <- Percent of actions that are externally motivated | | 20 | 2.7 | | | | | | | | | | | | | | | | | | | | | | | | |
| -> Percent of skills acquired to achieve the desired results | | 21 | 2.6 | | | | | | | | | | | | | | | | | | | | | | | | |
| -> Number of opportunities for investors to achieve their desired outcomes | | 22 | 2.4 | | | | | | | | | | | | | | | | | | | | | | | | |
| -> Percent of known characteristics of the target customer | | 23 | 2.1 | | | | | | | | | | | | | | | | | | | | | | | | |
| -> Number of opportunities for stakeholders to achieve their desired outcomes | | 24 | 2.0 | | | | | | | | | | | | | | | | | | | | | | | | |
| -> Number of opportunities for employees to achieve desired outcomes | | 25 | 2.0 | | | | | | | | | | | | | | | | | | | | | | | | |
| <- Number of self-destructive dependencies | | 26 | 2.0 | | | | | | | | | | | | | | | | | | | | | | | | |

The Top 10 Metrics Synergistically satisfy 55% Of The Requirements

FIG. 23a

FIG. 22b

22a

| | |
|---|--|
| 1 | QFD, 4 Phase vs. Typical Approach |
| 2 | Process Reengineering vs. Typical Approach |
| 3 | Teams vs. Typical Non-Team Approach |
| 4 | Invention vs. Typical Approach |
| 5 | Invention vs. QFD |
| 6 | |
| 7 | Ideal Theoretical Approach |
| 1 | Normalized Importance |
| 2 | Maximum value = 10.0 Normalized Importance Minimum value = 1.0 |

FIG. 23b

23a

| | |
|---|--|
| 1 | Normalized Importance |
| 2 | Maximum value = 10.0 Normalized Importance Minimum value = 0.0 |
| 3 | Current Value of Most Organizations |
| 4 | Target Value 1996 |
| 5 | Target Value 1997 |
| 6 | Target Value 1999 |